

# OUTSOURCING the American Dream

Pain and Pleasure in the Era of Downsizing



Christopher M. England

"A bold, decisive, visionary blueprint for revitalizing America."

# Outsourcing The American Dream Pain And Pleasure In The Era Of Downsizing

**S Marginson**



## **Outsourcing The American Dream Pain And Pleasure In The Era Of Downsizing:**

*Outsourcing the American Dream* Christopher England, 2001 *Outsourcing the American Dream* addresses an interesting paradox in a time of unprecedented prosperity why have millions of Americans lost faith in their ability to prosper Why do millions of Americans fail to achieve financial abundance in a nation where unlimited economic opportunity abounds Today s business environment is chaotic to say the least continually shifting political and social conditions market dislocations rapid technological obsolescence and turbulent international competition The most common response to such fragmentary business patterns has been corporate downsizing Numerous corporations have indiscriminately cut layers of management and technical expertise to reduce corporate costs strengthen share price or take advantage of technological advances In *Outsourcing the American Dream* the author argues the number one reason for all business failures in America is the lack of bold decisive and visionary leadership in business and government Based on his first hand experience and research *Outsourcing the American Dream* explores the often devastating consequences of corporate mismanagement and downsizing offers innovative solutions for leaders in business and government and candidly discusses the individual s own responsibility for job security and career satisfaction *Outsourcing the American Dream* offers something for anyone seeking to take control of his or her own life and destiny

**Outsourcing the American Dream** Christopher M. England, 2001-10-11 *Outsourcing the American Dream* addresses an interesting paradox in a time of unprecedented prosperity why have millions of Americans lost faith in their ability to prosper Why do millions of Americans fail to achieve financial abundance in a nation where unlimited economic opportunity abounds Today s business environment is chaotic to say the least continually shifting political and social conditions market dislocations rapid technological obsolescence and turbulent international competition The most common response to such fragmentary business patterns has been corporate downsizing Numerous corporations have indiscriminately cut layers of management and technical expertise to reduce corporate costs strengthen share price or take advantage of technological advances In *Outsourcing the American Dream* the author argues the number one reason for all business failures in America is the lack of bold decisive and visionary leadership in business and government Based on his first hand experience and research *Outsourcing the American Dream* explores the often devastating consequences of corporate mismanagement and downsizing offers innovative solutions for leaders in business and government and candidly discusses the individuals own responsibility for job security and career satisfaction *Outsourcing the American Dream* offers something for anyone seeking to take control of his or her own life and destiny

**The Presidency and Economic Policy** Chris J. Dolan, John P. Frendreis, Raymond Tatalovich, 2008 *The Presidency and the Economic Policy* offers an update on how economic issues have developed and evolved since the first version of the book was published in 1994 This book addresses the extent to which the president influences the domestic and global economy manages and coordinates the economic policymaking process and determines various economic issues on the national public policy agenda

**Who is Downsizing**

**the American Dream?** ,1996      *Downsizing the American Dream* ,1996      *Downsizing in America* William J. Baumol, Alan S. Blinder, Edward N. Wolff, 2003-06-26

In the 1980s and early 1990s a substantial number of U S companies announced major restructuring and downsizing But we don t know exactly what changes in the U S and global economy triggered this phenomenon Little research has been done on the underlying causes of downsizing Did companies actually reduce the size of their workforces or did they simply change the composition of their workforces by firing some kinds of workers and hiring others

*Downsizing in America* one of the most comprehensive analyses of the subject to date confronts all these questions exploring three main issues the extent to which firms actually downsized the factors that triggered changes in firm size and the consequences of downsizing The authors show that much of the conventional wisdom regarding the spate of downsizing in the 1980s and 1990s is inaccurate Nearly half of the large firms that announced major layoffs subsequently increased their workforce by more than 10 percent within two or three years The only arena in which downsizing predominated appears to be the manufacturing sector less than 20 percent of the U S workforce

*Downsizing in America* offers a range of compelling hypotheses to account for adoption of downsizing as an accepted business practice In the short run many companies experiencing difficulties due to decreased sales cash flow problems or declining securities prices reduced their workforces temporarily expanding them again when business conditions improved The most significant trigger leading to long term downsizing was the rapid change in technology Companies rid themselves of their least skilled workers and subsequently hired employees who were better prepared to work with new technology which in some sectors reduced the size of firm at which production is most efficient

Baumol Blinder and Wolff also reveal what they call the dirty little secret of downsizing it is profitable in part because it holds down wages

*Downsizing in America* shows that reducing employee rolls increased profits since downsizing firms spent less money on wages relative to output but it did not increase productivity Nor did unions impede downsizing The authors show that unionized industries were actually more likely to downsize in order to eliminate expensive union labor In sum downsizing transferred income from labor to capital from workers to owners

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